

Never Sleep

"Sharing in Growth provided access to experts across a range of functions: including lean, supply chain, and strategic planning. This level of expertise would normally not be available to a company of our size and their coaching has contributed real value to our working processes and systems."

Andrew Churchill

Executive Chairman, JJ Churchill

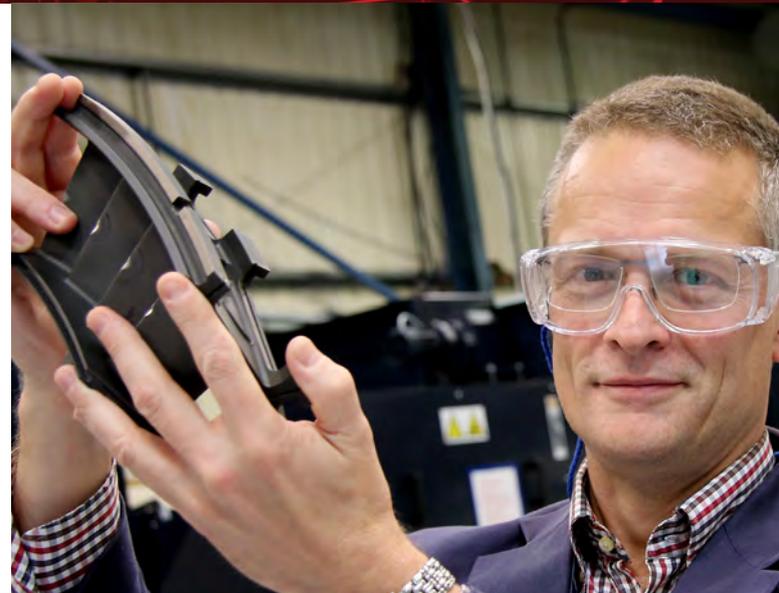
JJ Churchill Ltd
PRECISION ENGINEERING



The Background

Founded by Walter Churchill on Christmas Day 1937, JJ Churchill (JJC) has exemplified British engineering excellence throughout its 80+ year history.

The Leicestershire-based family business employs 164 people at its 32,000 sq. metre Market Bosworth site, manufacturing high precision-machined parts for the aerospace, defence, diesel engine, power generation, and nuclear markets.



Challenges

Being almost a century-old confers experience, but it can also create a resistance to change so the company needed to overcome its historic culture and become a long-term strategic supplier.

JJC was an early inductee to the Sharing in Growth (SiG) productivity and competitiveness programme, one of the first aerospace suppliers selected to receive SiG's support after the programme was established in 2013.

Despite developing a growth strategy and investing in new technology, turbulence in the diesel and power markets in

2015 sent JJC into crisis-mode which put its continuous improvement plans on hold. However, with SiG's support, JJC increased its focus on civil aerospace and increased contracts won or retained from £19.14m in 2014 to £32.98m in 2015 and achieved its £1m cost savings target by the end of 2016. By 2017, the company had returned to its growth trajectory

The Solution

A comprehensive diagnostic identified three key strategic themes for continuous improvement: people, customers, and business development. These led to detailed plans for a total business transformation, supported by £1.1m from the Regional Growth Fund, which JJC has more than matched through the value of man-hours specifically dedicated to the growth plan.

Growth also called for capital investment. Since 2014, JJC has invested more than £10m to rapidly modernise: combining its experience with cutting-edge equipment and technologies. JJC also invested in its workforce.

SiG conducted a workshop in lean management skills to develop JJC's leadership and supported employee engagement through improved visibility of mission, vision and values and training in Business Improvement Techniques NVQs. For the future, the company subscribed to the 5%

club, a pledge to achieve 5% of their workforce in earn-and-learn positions which includes apprentices, sponsored students, and graduates on formalised training schemes.

The company has also undergone an operational transformation. JJC introduced seven Makino grinders and implemented a lighthouse cell on their operation, which was completed in 2018.

This included introducing visual management or safety, people, quality, delivery and cost (SPQDC) boards to monitor key performance indicators; empowering employees by allowing them to personally track and update their unit's progress.

JJC has completed the four-year Sharing in Growth programme and now renewed it for a fifth year due to its belief in SiG's efficacy.

The Sharing in Growth programme has allowed JJC to win bigger contracts, supplying parts to internationally-recognised aerospace companies such as Rolls-Royce, Safran, Cummins, and Siemens.

Since joining SiG in 2014, JJC has:



Increased its export forward order book from less than £1m to more than £37m



Secured more than £300m in contracts



19% increase in headcount since 2017 and plans for around 20 new jobs



Announced a £70m contract to supply turbine blades to Rolls-Royce on a 10-year programme

By introducing a lighthouse cell to its turbine production process, JJC has seen major improvements:



Lost time due to accidents has dropped to zero



Productivity has increased by 30%



A near-perfect 99.7% right first time has been achieved on its machined parts



All parts are being delivered on-time and in-full 100% of the time



A total cost saving of £2.73m and all customer arrears eliminated

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